A SYNOPSIS OF THE PROPOSED PHD THESIS ENTITLED

A STUDY OF EFFECTIVENESS OF E-TAPAAL IN GOVERNMENT SECTOR : A STUDY OF NANDED DISTRICT OF MAHARASHTRA STATE

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Swami Ramanand Teerth
Marathwada University, Nanded

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Researcher
NILLEWAR SANTOSH GANESHRAO

Under the Guidance of
Dr. P. B. Ashturkar
MBA, M.Com. M.Phil, Ph.D., GDC & A.

Assistant Professor,
School of Commerce & Management Sciences,
Swami Ramanand Teerth
Marathwada University, Nanded

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INTRODUCTION

1.1 TITLE

"**A Study Of Effectiveness Of E-Tapaal In Government Sector: A Study Of Nanded District Of Maharashtra State** "

1.2 BACKGROUND

The administration is an agency through which the services are provided in such a way that it fulfills the needs of the citizens. Most of the structures existing in the government are based on the Weberian model of division of work - a well-defined hierarchy, adherence to rules and, by and large, impersonal functioning. India's position on various key human development and economic parameters remains well below desired levels. In a way this is a reflection of the structure and functioning of governmental organizations.(Government Of India, 2009).

The working base of any government office is the correspondence or problems or complaints or grievances from the various stakeholders like Central or State government offices, Public Representatives, local governing bodies, the masses at large etc. These problems are in written format with no predetermined format. The system for complaints can be fairly complex, including a mix of formal and informal procedures. This complexity has implications for the quality of the process and the accurate measurement of complaints. "Many of the grievances also involve complex issues and overlapping jurisdictions necessitating disentanglement and clarity over rules, regulations, processes, jurisdictions and appropriate mechanisms for redress. Furthermore, there is the issue of co-ordination across multiple authorities in case of many grievances."(Brennan & Douglas, 2002). The district administration tries to resolve these grievances with coordination of various allied departments within the district. The follow-up system is neglected due to the daily arrival of huge number of correspondences to the district office. Most of the people not having time to pursue the grievance, ignore and become victim of the system.

The government offices have a pre-defined guideline to handle these correspondences. Most organizations tend to present their effectiveness in terms of the number of grievances received, redressed and pending. Only a very small proportion of the grievances received are actually redressed in most organizations with large public interface. Others which are redressed from the viewpoint of the organization are not considered redressed by the aggrieved and, often, the latter tend to move to other channels available to them, such as, the courts or

tribunals.(Government Of India, 2008).

Even though RTI is a fundamental right; still we need RTI Act to give us this right, which mandates that every public authority is obligated to maintain computerized version of all records in such a way that it can be accessed over a network anywhere in the country and issued to the person who has requested for information.

Section 10 of, "The Maharashtra Government Servants Regulation Of Transfers And Prevention Of Delay In Discharge Of Official Duties Act, 2005", states that decision and necessary action on any file must be taken within 45 days if a matter has to be decided within a department. If more departments are involved the limit is 90 days. Every complaint, application or representation by a citizen is a file.

The role of employee in process of the correspondence or grievance handling is very crucial. They are the vital part of the any government who carry the actual face of the government to the public at large. Employees by and large have a feeling that most of the matters related to them are processed in a tardy manner and with considerable delay. This leads to employee dissatisfaction and affects the morale. The dissatisfied employee further affects the working of the employee and other employees and ultimately the whole organization. In 2012, Mckinsey reported that "employees spend 1.8 hours every day, 9.3 hours per week on average, searching and gathering information. Put another way, businesses hires 5 employee but only 4 shows up to work, the fifth is off searching for answers, but not contributing any value." (McKinsey Global Institute, 2012). Many a times it appears that the concerned staff may not be able to fully comprehend and interpret the rules properly resulting in the movement of files from one table to other unnecessarily resulting in waste of time and efforts. This need regular training programs for the administrative staff in the use of necessary computer software and to update their knowledge regarding changes happening in the administrative set up.

In State Of Maharashtra, the Maharashtra Land Revenue Code 1966 – PART III provides detailed rules and regulation regarding working nature of the government office. Along with these codes the government also drafted office manuals to carry out their day to day operations in regard with correspondences. The government offices in Maharashtra are since then following these acts and manuals for their working and maintaining the various records stated within it.

2. LITERATURE REVIEW

"**Traditionally** governance structures in India are characterized by rule-based approaches. The focus of the civil services in India is on process-regulation. With such focus on processes, systems in government are oriented towards input usage – how much resources, staff and facilities that are deployed in a scheme, program or project and whether such deployment is in accordance with rules and regulations. The main performance measure thus is the amount of money spent; and the success of the schemes, programs and projects is therefore generally evaluated in terms of the inputs consumed." **(Government of India, 2008)**

The conventional performance management system in India focuses on the input-output aspects, rather than the measurement of impacts or outcomes of policies and programs. The current practice is to appraise the 'individual' rather than his/her 'performance', making the assessment almost personality oriented and not function related. In the absence of a mechanism to link the individual performance with the organizational goals and achievements, the appraisals are reduced to a narrow focus in the larger context of performance management. **(CENTRE FOR GOOD GOVERNANCE, HYDERABAD)**

There are rules, regulations, instructions which are archaic and aimed at shifting the work towards citizens. Slackness in administration, low morale of the services, inherent inertia, absence of incentives, lack of proper authority and accountability are the delay-breeders and the delay is the major factor that generates the grievances. In many cases Departments/Organizations justify the delay and continue with their inability to take decisions by putting the onus on another agency or on the petitioner. Many a times, the actual cause of grievance lay in internal inefficiency of the system and failure to identify simple systemic solutions. It is also observed that the time norms set by Departments for providing services were not being adhered to in many cases. These factors need to be tackled properly through systematic changes. (**www.iasscore.in, 2019**)

Villagers today spend a lot of time and money in sending petitions by registered post, and often they do not get any acknowledgement of their application. One could introduce a system of on-line receipt of such applications for which the petitioner needs to go only to a kiosk, and send his application by email. Even copies of documents can be scanned and sent along with the application. The applicant should immediately within seconds get an acknowledgement with a particular number so that he could trace the movement of his application on the

computer itself.(**SAXENA**, **2005**)

"**Innovative** practices" in the public sector refers to the definition of problems and challenges, development of new and creative ideas, but also to selection and implementation of new solutions. Delivering innovative services in the public sector should be considered as an opportunity to solve political deadlock, reduce costs and improve services for citizens. To cope with new challenges in public sector, leaders have to develop innovations in order to improve the quality and to provide customized low-cost solutions. Citizens quite rightly expect governments to implement new reforms in order to provide convenient and accessible services with the use of modern technology. **(LORETAN, 2013)**

Enhancing citizen trust in government requires functional interplay of transparency, accountability, and ICT-enabled transformation of public administration functions. Many ICT projects claimed as transformational are instead enabling transactional activities, suggesting that actual transformation requires a central role of technology in the policy design process. ICT is used by governments to deliver services, develop policies, and change the way core functions operate. The term 'transformation of government' refers to improvements in operational efficiency or to changes in process, structure, lines of authority, focus, and power. Some scholars and international organizations consider transformation an advanced stage of digital government development.**(Mahmood, Weerakkody, & Chen, 2018)**

Public relations have been redefined as a relationship management function. The relational perspective replaces "the traditional view of public relations primarily as a communications activity" and re-conceptualizes public relations as a "management function that utilizes communication strategically". Recent developments in organizational studies also call for further research on employees. In business management, marketing, and industrial psychology, scholars have found empirical research evidence suggesting that the quality of relationships organizations have with their employees can affect customers' satisfaction with the organization greatly and, furthermore, organizational performance such as profits. Many organizational scholars argue that employee communication or internal communication is important in realization of the employee-customer-profit chain. (**Yunna Rhee, 2004)**

3. RESEARCH

3.1 RESEARCH GAP

The administration system is a dynamic process where there is a continuous need for reforms in system to deal with new changes and remove the faults in the old processes. The administrative reform aims to establish and bring into practice the changes which are required to function the administrative agencies of a government to implement public policies efficiently. The administration agencies act as a key to bring the necessary transformations in society. Academic and research institutions in the country have not made any significant attempt to provide leadership in the field of administrative reforms. **(Government Of India, 2009)**

Public relations scholars argue that it is important to build relationships with other strategic constituencies for an organization to be effective. However, few public relations scholars have paid attention to employee publics. Some pointed out the need for inclusion of employees within the relationship management research agenda. Frontline employees who often deal with external publics on a day-to-day basis have not been studied extensively. It is possible to think that publics interact with employees and not with an organization. In public relations literature, little is known about how individual employees engage in the relationship-building process. Public relations scholars have been arguing that the field needs research that investigates how relationships are initiated, built, and maintained in a real-life.**(Yunna Rhee, 2004)**

Government to government e-governance is an area which is at the nascent stage of research. Most of the literature and the publications on e-governance are focused on the spectacular (from citizen's point of view) front office interactions between government and citizens or business. **(Realini, 2004)**

Correspondence management system in government departments seems to be neglected by the earlier researchers and more focus was on administrative reforms and grievance redressal system. In the e-governance framework, citizen is put at the centre stage and is encouraged to participate in process of governance neglecting the procedure and employees involved within. Also studies were carried out on existing procedures or newly introduced system based on information technology. No pilot or experimental studies were made to test new management techniques along with use of latest technologies in this field unlike ELTON MAYO's Hawthorne experiments. Not only were the Hawthorne experiments the first large-scale studies of working people's conditions ever made; they also produced a range of remarkable results that changed the face of people management.

3.2 IMPORTANCE AND RATIONAL OF RESEARCH STUDY

One of the important obligations of government office is the prompt redressal of correspondence from different stakeholders and identification of those areas of department in order to eliminate the cause for the delay of compliance. The government had framed strict rules and regulations toward building a harmonious relation between administration and public. But, the implementation in the field is not always as prescribed in the rulebooks, this leads to discontentment amongst the stakeholders. Existence of good correspondence (tapal) system is must, not only to address the correspondence but also to identify weak points of governance, to take the remedial measures whether systematic or procedural. The citizens, one of the stakeholders, have higher level of expectations from the government and they want to interact with government to achieve their needs.

Apparently, every organization must evolve a system to address the correspondences and should form an integral part of any organization. No organization can claim to be accountable, responsive and user-friendly unless it has established an efficient and effective correspondence management system. In fact, it is the gauge to measure the efficiency and effectiveness of the organization. It helps the organization to deliver quality service to the public and other stakeholders in hassle free manner. In fact, with the arousal of expectations of the people in the wake of development efforts coupled with distributive justice, the pressure for devising innovative methods and procedures has ever been growing.**(Swami, 1986)**.

The basic purpose behind any correspondence management system is to provide a platform to the stakeholders to ease the work in more effective, efficient, responsible and accountable, also provide for feedback mechanism to listen to the voice of stakeholders and ready to meet the upgrading technology and administrative problems. It also bridges the communication gap between the administration and stakeholders and provides remedies in a timely and transparent manner.

The need to involve studying on **"A STUDY OF EFFECTIVENESS OF E-TAPAAL IN GOVERNMENT SECTOR: A STUDY OF NANDED DISTRICT OF MAHARASHTRA STATE"** is necessitated due to prevailing procedures of correspondence management and the various aspects affected by it ranging from the public, employee and tedious record keeping. In the light of this present research study will be undertaken; so far such an extensive research study has not been

undertaken. Although few studies in the form of research paper, articles etc. on one or the other aspects of present study have been published but nothing like working module of said correspondence management with new technologies in the government offices is done nor the point of employee view is studied in this regard.

A study on **"A STUDY OF EFFECTIVENESS OF E-TAPAAL IN GOVERNMENT SECTOR: A STUDY OF NANDED DISTRICT OF MAHARASHTRA STATE"** is not available at present. Thus in view of the need and importance of the study, the present investigation will be carried out.

3.3 RESEARCH QUESTIONS

The research question represents the various facets of the research problem to be solved, and they influence research methodology including the data collection planning and sampling (Cooper & Schindler, 2006). The present research helps to solve the questions that come into the mind of the researcher to bridge the existing gap in the field of academic research related to correspondence management adopted by the government offices. The responsibilities of the government have been greatly altered because of the revolution in science and technology, population explosions speedy urbanization and innovative management techniques. On the base of the Weberian model, administration is exposed to be insufficient and unable of responding to the demands and challenges of the times. Based on the literature review and various factors of correspondence management and redressal mechanism in the government offices the researcher has framed the following research questions:

1. Does the existing correspondence management system have an impact in present era of technology?
2. Does the correspondence management system have a justifiable weight-age on all stakeholders?
3. What impact will there on the correspondence management system and its stakeholders, when used with the modern technology i.e internet and computers, mobiles etc?
4. Does the demographic factor of stakeholders impact the correspondence management system?
5. Does the stakeholder have knowledge of making a correspondence and have the correspondence will be dealt with?

6. Is there any mechanism through which the stakeholder can access to his correspondence and know whereabouts of his/her correspondence and if present how helpful is it?
7. Does the old management or the modern technology management, show an impact on the efficiency of employees and effectiveness of performance of government offices?
8. Is there any relationship exists between the correspondence management system and the dissatisfaction of stakeholder leading to RTI or Court cases?

3.4 OBJECTIVES OF THE RESEARCH

1. **To study the present correspondence management practices in the government office.**
2. **To know and understand e-tapaal correspondence management in Nanded district.**
3. **To evaluate e-tapaal correspondence management system.**
4. **To analyze satisfaction of employees towards the improved correspondence system.**
5. **To explore the service quality and citizen's satisfaction towards the e-tapaal correspondence management system.**
6. **To suggest improvement in official correspondence with help of e-tapaal .**

3.5 SCOPE OF RESEACH

The scope of present research focused only on understanding the impact of the use of modern enhanced technology in correspondence management in the government offices and its various stakeholders in the Nanded district of Maharashtra state. The administration need to be innovative, citizen centric, growth centric and environment centric. It cannot confine itself to static rules and regulations and must evolve itself to suit the situation and at the same time remain credible.

Hence the research is considered on primary stage to the Collector Office, Nanded and the offices of 8 SDM and 16 Tahsildar in the Nanded district of Maharashtra state.

The Tashildar office is the first point of contact for the people living in that block, where the Tashildar is face of district administration.

The SDM office is the Second point of contact for the people, where the Sub-divisional officer is face of district administration and approached when people feel that tashildar have not given them the proper judgment.

The District Collector is the most recognized face of the administration at the district level, which could be approached to solve virtually all problems ranging from land disputes, to scarcity of essential commodities, to inadequacy of relief in times of crisis, to community disputes and even to issues of family discords.

The three offices of administration at different geographical area considered in the research represent each level of office in the three tier administrative structure at district level.

3.6 HYPOTHESES OF RESEARCH STUDY

a. H1 = Government offices have pre-defined rules, regulations and manuals for the management of the correspondences.
b. H2 = There is significant difference in recordings different correspondences arrived in Government offices.
c. H3 = The e-tapaal adheres to the rules, regulations and manuals for correspondence management system in government offices.
d. H4 = There is significant difference on employee satisfaction towards the correspondence management system with regard to manual correspondence management system.
e. H5 = There is significant difference on awareness about the correspondences amongst the citizens.
f. H6 = There is significant association between the satisfaction of citizen and further remedies on correspondence like RTI or Court case.

4. RESEARCH METHODOLOGY

4.1 INTRODUCTION

Methodology section will discuss the research methods of this study in collecting the data and analyzing the data. Comprehensive way of research objectives and framework will be discussed in this section.

Epistemology and ontology are the two types of research philosophies. Fieldwork is carried out by the researcher for examining the problem in epistemology research philosophy. Field work is not attached to the ontology research philosophy.

In this research, the analysis of the effectiveness of the e-tapaal, which is correspondence management with use of modern technology, is significant for the performance of government offices. In this research study field work will be carried out to investigate the problem in addition to the commitment of the researcher. Therefore, epistemology research philosophy will be selected for evaluating the effectiveness of e-tapaal in government offices.

Deductive method will be applied in this research study in order to identify the relationship among the variables of correspondence management system. Theories are not developed for analyzing the research problem and hypothesis are set to analyze the research problem.

The study will utilize the Exploratory followed by a descriptive cross-sectional survey design, which will use both qualitative and quantitative approaches. The research is descriptive as it explains the relationship of different variables that explain the effectiveness of e-tapaal system in the government office. It is exploratory as the researcher tends to explore the relationship between the different variables of e-tapaal and its impact.

In this study, survey methodology will help in measuring variables and examining relationships among the various variables. Cross-sectional studies provide a clear - snapshot of the outcome and the characteristics associated with such a study, at a specific point in time when it is carried out.

Cross sectional survey design allows quick collection of raw data in addition to enabling the researcher to interact with people that have practical experience with the subject of study and assesses their perceptions, opinions and feelings at a particular time. Using a mixed research methods of both qualitative and quantitative approach is capable of giving good understanding of the study.

4.2 DATA COLLECTION METHOD

The study will utilize both qualitative and quantitative data collection methods. Primary data will be obtained using questionnaires as well as interviews. Secondary data will be sourced from reading literature. The questionnaire will be the method used to generate quantitative data. To obtain qualitative data, interview and document review will be applied.

4.2.1 SAMPLE

Probability sampling method was applied in this research study as the sample was selected randomly and equal chance was there for government offices to select as the sample. The District Collector, Deputy Collectors, Thasildar, Awal Karkoon, Clerks are the sample of this research study. Citizen's responses are limited to 500.

	EMPLOYEE CADER				
OFFICE	**DEPUTY COLLECTOR**	**TASHILDAR**	**NAYB TASHILDAR**	**AWAAL KARKOON**	**CLERK**
Collector Office Nanded	8	6	9	24	50
Sub-Divisional Office Nanded	1	0	2	3	6
Sub-Divisional Office Bhokar	1	0	2	3	6
Sub-Divisional Office Kandhar	1	0	2	3	6
Sub-Divisional Office Hadgaon	1	0	2	3	6
Sub-Divisional Office Kinwat	1	0	2	3	6
Sub-Divisional Office Dharmabad	1	0	2	3	6
Sub-Divisional Office Degloor	1	0	2	3	6
Sub-Divisional Office Biloli	1	0	2	3	6
Tashil Office Nanded	0	1	3	8	12
Tashil Office Bhokar	0	1	3	8	12
Tashil Office Biloli	0	1	3	8	12
Tashil Office Degloor	0	1	3	8	12
Tashil Office Hadgaon	0	1	3	8	12
Tashil Office Himayatnagar	0	1	3	8	12
Tashil Office Naigaon	0	1	3	8	12
Tashil Office KINWAT	0	1	3	8	12
Tashil Office Kandhar	0	1	3	8	12
Tashil Office Loha	0	1	3	8	12
Tashil Office Ardhapur	0	1	3	8	12
Tashil Office Mukhed	0	1	3	8	12
Tashil Office Mudkhed	0	1	3	8	12
Tashil Office Dharmabad	0	1	3	8	12
Tashil Office Mahur	0	1	3	8	12
Tashil Office Umri	0	1	3	8	12
TOTAL	**16**	**22**	**73**	**176**	**290**

4.2.2 DATA COLLECTION TOOLS

Data collection tools will include questionnaires, interview guide and the documentary review checklist.

Questionnaires: The study will use a five-likert scale questionnaire which will be administered to employees and citizens. The likert scale will be used since they are very flexible and can be constructed more easily than most other types of attitude scales.

Interview Guide: Face to face interviews with the help of an interview guide will be conducted among Deputy Collectors. The researcher believes that these people can provide rich information in regard to the study. Interviews will be used, since they are appropriate in providing in-depth data, data required to meet specific objectives, allows clarity in questioning and quite flexible compared to questionnaires.

Document review checklist: The study will also carry out reviews of existing documents primarily business records, human resource reports, strategic plans, minutes and data by other scholars in relation to research topic This will give an overview of how much has been addressed in this line.

4.3 PROCEDURE FOR DATA COLLECTION

The researcher will obtain a letter of introduction from the university to help with introductions to various respondents. After the construction of tools the researcher will take them for approval to the supervisor and there after they will be taken for pretesting in selected few respondents. The researcher will carry out a pilot run on a participating group in the study. Pretesting will be done by picking 50 respondents from the study and giving them the same approved questionnaires.

4.4 DATA ANALYSIS PLAN

In the study, the tools that will be used will yield both qualitative and quantitative data. After respondents have answered questionnaires and interviews, raw data will be cleaned, sorted and condensed into systematically comparable data.

Quantitative Data: - Data analysis will be done using the Statistical Package for Social Scientists (SPSS), which will help to summarize the coded data and produce the required statistics in the study.

Qualitative data: -Data analysis of qualitative data in the three objectives of the study will use content analysis where each piece of work answered in the interview guide will be read through thoroughly to identify themes where it belongs. The number of times each answer appears will be counted to obtain the number of responses in each respect.

4.5 RESEARCH LIMITATIONS

Although there are numbers of government offices in Maharashtra state, this study is limited to only Collector Office Nanded, 8 Sub-divisional offices and 16 Tashil offices in the Nanded District. The sample size is will not be adequate for analyzing the research problem. The accuracy of the information which is provided by the sample respondents will be used in analyzing the research problem and resolve the research problem. However the inaccurate information may mislead the research study. The inherent problems and issues of these offices will be applied to all government offices in Maharashtra state in resolving the research problem and sometimes it may not the real impact of the population.

4.6 PROPOSED CHAPTER PLAN FOR RESEARCH STUDY

Chapter 1: Introduction

Chapter 2: Literature Review

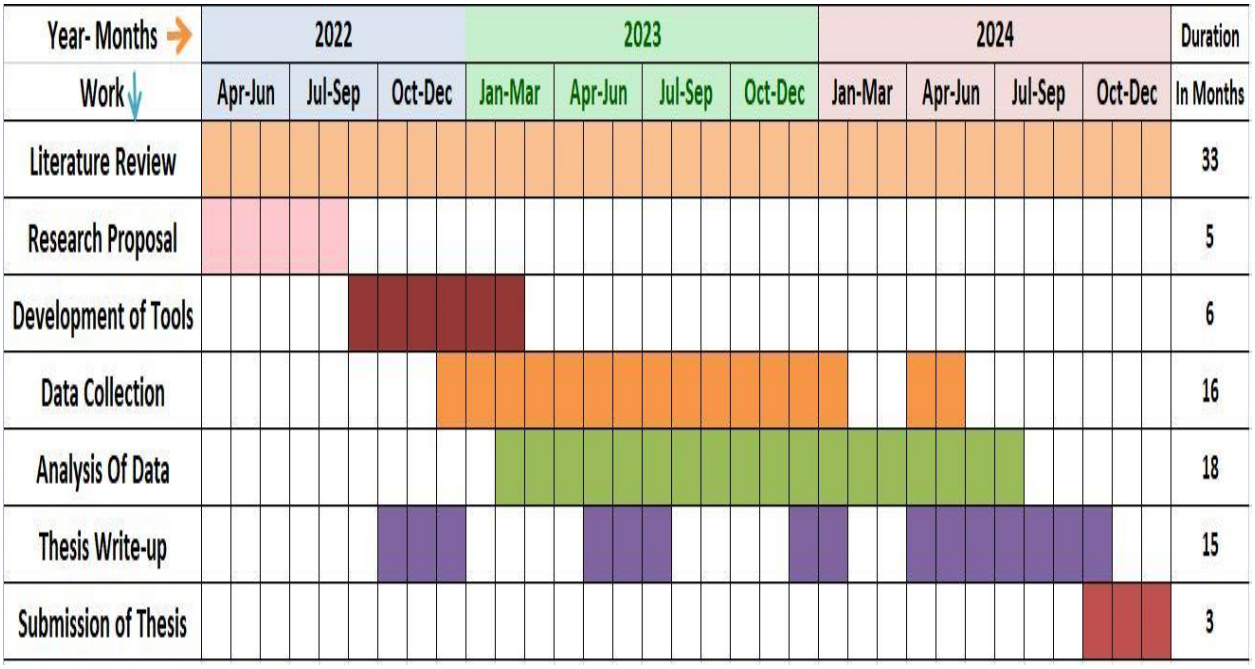
Chapter 3: Research Methodology

Chapter 4: Effectiveness Of e-tapaal In Government Offices

Chapter 5: Data Analysis and Interpretation

Chapter 6: Findings, Conclusions and Suggestions

5. TIME TABLE


Year- Months
2022
2023
2024
Duration
Work
Apr-Jun
Jul-Sep
Oct-Dec
Jan-Mar
Apr-Jun
Jul-Sep
Oct-Dec
Jan-Mar
Apr-Jun
Jul-Sep
Oct-Dec
In Months
Literature Review
33
Research Proposal
5
Development of Tools
6
Data Collection
16
Analysis Of Data
18
Thesis Write-up
15
Submission of Thesis
3

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RESEARCHER SCHOLAR

Nillewar Santosh Ganeshrao

RESEARCH GUIDE

Dr. P. B. Ashturkar
Professor & Head
K.R.M Mahila College, Nanded